

SUMMER INTERNSHIP PROGRAM

at

MANIPAL HOSPITALS, OLD AIRPORT Rd, BENGALURU

From 14th MAY 2025 to 28th JULY 2025

A REPORT BY

Vrushabh Jain R

Master of Business Administration

Health and Hospital Management

Roll no -2112

2024-26

under the Mentorship of

Dr. Tripti Biswa

Professor





26/07/2025

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Mr. Vrushabh Jain R has undergone his training with us from 14/05/2025 to 28/07/2025.

During this period, he was involved in the core functions and operations in the department of Operations at Manipal Health Enterprises Private Limited.

In the training his performance on the assigned responsibilities and his conduct was found to be good.

We wish his success in his future endeavors.

For Manipal Hospitals, Bangalore
(A Unit of Manipal Health Enterprises Pvt. Ltd)



Lopamudra Saikia
Chief Manager - Human Resources



IIHMR University Faculty Mentor Approval

This is to certify that **Mr. Vrushabh Jain R** of academic year 2024-26 **Institute of Health Management Research** has prepared a poster with respect to his summer internship held during May-July 2025.

He has carried out work as per the guidelines. His poster is approved for presentation.

Date: 31-07-2025

A blue ink signature of Dr. Tripti Bisawa, consisting of a stylized 'B' and 'T' followed by a horizontal line.

Dr. Tripti Bisawa

Professor

Organization Mentor-
Dr. FAZIL K (Head- Operations)

Conversion of Diagnostic Revenue in the Endocrinology, rheumatology Department

Faculty Mentor-
TRIPTI BISAWA (Professor)

Brief history of the organization

The flagship hospital of Manipal Health Enterprises, Manipal Hospital HAL Airport Road, is a **600-bed** quaternary care facility set up in 1991. Situated in the heart of Bangalore, Manipal Hospital HAL Airport Road provides care in over **60 specialities** under one roof.



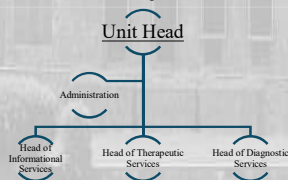
Vision

- Be the Destination of choice for the communities we serve.
- Most preferred and respected healthcare organisation in every location where we operate.



Mission

To Enhance "**GROWTH, DIFFERENTIATION & PEOPLE**" and to serve our patients with a smile



Strength



- 1) Experienced Staff Member
- 2) Enhanced patient Care & Satisfaction
- 3) Advanced technology

Weakness



- 1) There should be more manpower
- 2) Sitting area should be increased
- 3) High-cost treatment not affordable by some people

Opportunity



- 1) Increasing brand and services awareness
- 2) New Technology
- 3) Investment in R&D

Threats



- 1) Rising costs of medical supplies, advanced medical technology
- 2) Competition from other multispecialty hospitals
- 3) Economic slowdown



THEORETICAL LEARNING

- **Workflow Management:** Knowing hospital's environment and processes, as well as the key theories of patient management.
- **Healthcare Management Principles:** Therefore, the knowledge of the fundamental objectives, principles, and theories of health care management and patient care.
- **Basics of communication:** Mode and tone of communication was taught.



PRACTICAL LEARNING

- **Real-World Problem Solving:** Scope and application of theoretical knowledge for managing real life problems in a hospital.
- **Implementation of Solutions:** Concerning patient satisfaction, the modern healthcare organizations have to work on strategies designed based on the research findings
- **Implementation of communication:** Gained practical experience in effectively communicating with both patients and staff.

Project taken: Daily conversion of diagnostic revenue in endocrinology rheumatology department.

- **Introduction:** this project was conducted to identify, percentage of patients availing diagnostic services within the hospital premises.
- **Objective:** To identify the conversion rate of patients. Availing the services.
- **Types of research:** evaluation research.
- **Sample type:** non-randomized convenience sample of 119 patients
- **Data collection methods:** surveys
- **Findings:** 55%. Of patients availed lab services while 58% of patients availed radiology. Services.
- **Conclusion:** Thus, we find that almost more than 46% of patients do not avail the diagnostic services and solving the issue while help in revenue generation.

Usefulness of the Internship

- Exposure to diverse hospital management aspects.
- Enhanced communication and teamwork skills.
- Hands-on experience in decision-making and resource allocation.
- Preparation for future hospital management careers.
- Personal and professional growth through overcoming challenges

Conversion rate of patients

Total no of patients	119
Total no of lab tests...	69
total no of scans...	24
Total no of labs billed	38
Total no of scans billed	14
Lab conversion rate	55.07
Scan conversion rate	58.33

Student name: VRUSHABH JAIN R
Stream: MBA HM
Roll No: 2112

Reporting Format (Weekly)

Name of the Organisation: MANIPAL HOSPITALS

Area/ Department: PHYSICAL MEDICINE REHABILITATION

Name of the Student: VRUSHABH JAIN R

Roll no: 2112

Stream: MBA HM

Week no: 1

From: 14/05/2025 to 17/05/2025

Activity Done	• Track staff in physiotherapy opd to observe daily operations and patient facilities. • Working on OPD billing facility.
Linking theory (Classroom learning) with practice at your organisation	Applied theoretical knowledge to real-life scenarios encountered in various departments.
Gaps identified on the working area	Inadequate communication between departments leading to delays in patient care
Suggestions for improvement	Organised regular interdisciplinary meeting to improve communication and coordination.
Plan for the next week	Collaborate with departmental staff to identify opportunities for process improvements.

Signature of the Student

Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organisation: MANIPAL HOSPITALS

Area/ Department: PHYSICAL MEDICINE REHABILITATION

Name of the Student: VRUSHABH JAIN R

Roll no: 2112

Stream: MBA HM

Week no: 2

From: 19/05/2025 to 23/05/2025

Activity Done	• Gap analysis in the department • Workflow analysis in the department • Waiting time analysis in the department
Linking theory (Classroom learning) with practice at your organisation	• Learning organisation: loop systems in the learning organisation • Applied theoretical knowledge to real-life scenarios encountered in various departments
Gaps identified on the working area.	• Inadequate communication between departments leading to delays in patient care.
Suggestions for improvement	Organise regular interdisciplinary meetings to improve communication and coordination.
Plan for the next week	Collaborate with departmental staff to identify opportunities for process improvements.

Signature of the Student

Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organisation: MANIPAL HOSPITALS

Area/ Department: PHYSICAL MEDICINE REHABILITATION

Name of the Student: VRUSHABH JAIN R

Roll no: 2112

Stream: MBA HM

Week no: 3

From: 26/05/2025 to 31/05/2025

Activity Done	• Evaluated patient waiting times within the department • Reviewed and analysed departmental workflows • Identified gaps and improvement areas in departmental operations
Linking theory (Classroom learning) with practice at your organisation	• Gained insights into learning organisations through single-loop and double-loop learning systems • Applied theoretical concepts to practical situations across different departments
Gaps identified on the working area.	Poor interdepartmental communication resulting in delays in patient care.
Suggestions for improvement	Conduct regular cross-functional meetings to enhance communication and collaboration.
Plan for the next week	Work closely with departmental teams to explore and implement process improvement opportunities.

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Reporting Format (Weekly)

Name of the Organisation: MANIPAL HOSPITALS

Area/ Department: PHYSICAL MEDICINE REHABILITATION

Name of the Student: VRUSHABH JAIN R

Roll no: 2112

Stream: MBA HM

Week no: 4

From: 2/06/2025 to 7/06/2025

Activity Done	• Evaluated patient waiting times within the department • Reviewed and analysed departmental workflows • Identified gaps and improvement areas in departmental operations
Linking theory (Classroom learning) with practice at your organisation	Applied theoretical concepts to practical situations across different departments
Gaps identified on the working area.	Poor interdepartmental communication resulting in delays in patient care.
Suggestions for improvement	Conduct regular cross-functional meetings to enhance communication and collaboration.
Plan for the next week	Work closely with departmental teams to explore and implement process improvement opportunities.

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Approved by the IIHMR University's Mentor

Reporting Format (Weekly)

Name of the Organisation: MANIPAL HOSPITALS

Area/ Department: PHYSICAL MEDICINE REHABILITATION

Name of the Student: VRUSHABH JAIN R

Roll no: 2112

Stream: MBA HM

Week no: 5

From: 9/06/2025 to 14/06/2025

Activity Done	• Evaluated patient waiting times within the department • Data collection started for tat
Linking theory (Classroom learning) with practice at your organisation	Applied theoretical concepts to practical situations across different departments
Gaps identified on the working area.	• In adequate space to treat more patients
Suggestions for improvement	Conduct regular cross-functional meetings to enhance communication and collaboration.
Plan for the next week	Work closely with departmental teams to explore and implement process improvement opportunities.

Signature of the Student

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Reporting Format (Weekly)

Name of the Organisation: MANIPAL HOSPITALS

Area/ Department: PHYSICAL MEDICINE REHABILITATION

Name of the Student: VRUSHABH JAIN R

Roll no: 2112

Stream: MBA HM

Week no: 6

From: 16/06/2025 to 21/06/2025

Activity Done	• Evaluated patient waiting times within the department • Data collection started for tat • Attended interdepartmental meetings
Linking theory (Classroom learning) with practice at your organisation	Applied theoretical concepts to practical situations across different departments
Gaps identified on the working area.	Long waiting hours
Suggestions for improvement	Conduct regular cross-functional meetings to enhance communication and collaboration.
Plan for the next week	Work closely with departmental teams to explore and implement process improvement opportunities.

Signature of the Student

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Reporting Format (Weekly)

Name of the Organisation: MANIPAL HOSPITALS

Area/ Department: PHYSICAL MEDICINE REHABILITATION

Name of the Student: VRUSHABH JAIN R

Roll no: 2112

Stream: MBA HM

Week no: 7

From: 23/06/2025 to 28/06/2025

Activity Done	Excel presentation done.
Linking theory (Classroom learning) with practice at your organisation	Presentation skills (Business communication).
Gaps identified on the working area.	Long waiting hours.
Suggestions for improvement	Conduct regular cross-functional meetings to enhance communication and collaboration.
Plan for the next week	To explore newer departments.

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Reporting Format (Weekly)

Name of the Organisation: MANIPAL HOSPITALS

Area/ Department: ENDOCRINOLOGY, DIABETES, RHEUMATOLOGY

Name of the Student: VRUSHABH JAIN R

Roll no: 2112

Stream: MBA HM

Week no: 8

From: 30/06/2025 to 05/07/2025

Activity Done	Patient observations done to understand about revenue conversions
Linking theory (Classroom learning) with practice at your organisation	Applied theoretical concepts to practical situations across different departments
Gaps identified on the working area.	Patients not availing radiology services in the hospital and opting for outside radiology services.
Suggestions for improvement	N/A.
Plan for the next week	Start with data collection.

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Reporting Format (Weekly)

Name of the Organisation: MANIPAL HOSPITALS

Area/ Department: ENDOCRINOLOGY, DIABETES, RHEUMATOLOGY

Name of the Student: VRUSHABH JAIN R

Roll no: 2112

Stream: MBA HM

Week no: 9

From: 14/07/2025 to 19/07/2025

Activity Done	• Data collection started for conversions • Calculate conversions
Linking theory (Classroom learning) with practice at your organisation	Types of samples (research methodology)
Gaps identified on the working area.	Reduced scan and blood test conversions due to high cost.
Suggestions for improvement	N/A
Plan for the next week	Plan to shift other for newer opportunities

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Reporting Format (Weekly)

Name of the Organisation: MANIPAL HOSPITALS

Area/ Department: MIPC

Name of the Student: VRUSHABH JAIN R

Roll no: 2112

Stream: MBA HM

Week no: 10

From: 14/07/2025 to 19/07/2025

Activity Done	Learnt about the functions of Manipal international department.
Linking theory (Classroom learning) with practice at your organisation	7 C's of communication (Business communication)
Gaps identified on the working area.	N/A
Suggestions for improvement	N/A
Plan for the next week	Work closely with departmental teams to explore and implement process improvement opportunities.

Signature of the Student

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Reporting Format (Weekly)

Name of the Organisation: MANIPAL HOSPITALS

Area/ Department: MIPC

Name of the Student: VRUSHABH JAIN R

Roll no: 2112

Stream: MBA HM

Week no: 11

From: 21/07/2025 to 26/07/2025

Activity Done	Track down of international patients from IPD
Linking theory (Classroom learning) with practice at your organisation	Working in a team (organisational behaviour)
Gaps identified on the working area.	N/A
Suggestions for improvement	N/A
Plan for the next week	End of internship.

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Compiled Reporting Format

Name of the Organisation: MANIPAL HOSPITALS

Area/ Department/ Project of Summer Internship Program: OPERATIONS, MIPC

Name of the Student: VRUSHABH JAIN R

Roll no: 2112.

Stream: MBA HM

Activity Done	• During my internship, I engaged in several key activities. As a part of the operations and international department, I gained immense and informative experience. • I learned about Orientation of hospital and its working system to become familiar with its operations. • Observation of works at opd registration and billing counter. • Observed operations of physiotherapy, endocrine, international departments. • Examined the workflow In Physiotherapy Department. • Gained insights about revenue conversions in endocrine department. • Extensive information about the arrival, departure and admission of international patients in international lounge. • Visited IPD, emergency department and observe it's working. • Been part of hospital rounds.
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	• Was part in interdepartmental meetings. • Insights about different colour codes in the hospital. • Teamed up with staff in the department for negotiations. • Collected data from physiotherapy and endocrine department for project and report. • Got to know the process of collecting and analysing their data. • Collecting organizing Patients investigation reports. • Prepared and presented reports of waiting time analysis, tat from pmr OPD. • Prepared and presented reports of revenue stream conversion in Endocrine diabetes and Rheumatology OPD.
Linking theory (Classroom learning) with practice at your organisation	• Layout of Hospital's Infrastructure. • Services of Hospital. • Principles of Cooperation not Individualism. • Principle of Division of Work. • Superior Subordinate Relationship. • Digitalization of Health. • Human Resource Management. • Colour Codes of Hospitals. • Management of Operations. • Centralisation and Decentralisation. • Loop systems.

	• Learning organization. • Emergency Codes, its announcement and termination. • Effective communication. • Centralisation and Decentralisation.
Gaps identified on the working area	• Delay in Cards Payment system. • Long Waiting Hours. • Offline Registration slip for patients coming for first time even after online appointment. • Lack of Information and Proper Communication. • Lots of Manual Work. • Overburdened Employees. • Less Patient's Satisfaction sometimes. • Unattended Patient's call. • Rush during morning hours. • Noted the extended turnaround time • Long waiting time for patients. • Some of the patients availing lab services from outside rather than from the hospital. • Costly treatments and diagnostic procedures.
Suggestions for improvement	• Reduce waiting time which are unnecessary. • Managing patient's flow in department.

	• Effective utilisation of time in all procedures of investigation and report making. • Attentive during patient's call. • Online registration and payment system • Proper training of newly selected employees and trainees. • Information about doctors and departments should be made available at every possible area. • Address factors causing delay
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